

## Message Text

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ACTION SS-15

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FM AMEMBASSY MANILA

TO SECSTATE WASHDC 4273

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E. O. 11652: N/ A

TAGS: RP, EGEN

SUBJ: ECONOMIC/ COMMERCIAL OPERATIONS

REF: STATE 51284

1. AS INDICATED DURING ECON/ COMMERCIAL OFFICER CONFERENCE SINGAPORE, EMBASSY HAS BEEN MOVING TOWARD COMPLETE INTEGRATION ECONOMIC AND COMMERCIAL OPERATIONS FOR PAST YEAR. GIVEN BELOW ARE ( A ) DESCRIPTION OF SECTION AS NOW ORGANIZED; ( B ) SOME THOUGHTS REGARDING PROPOSALS IN OMB STUDY; ( C ) OUTLINES OF FURTHER WORK TO BE DONE.

2. FIRST STEP INITIATED BY POST MORE THAN A YEAR AGO WAS TO GIVE EVERY OFFICER A MIX OF ECONOMIC AND COMMERCIAL ASSIGNMENTS. THIS RESULTED FOR A WHILE IN SOME OVERLAPPING AND OCCASIONAL COMPLAINTS ABOUT EXCESSIVE LAYERING MAINLY DUE TO EXPERIMENTS WITH COORDINATING APPROACHES WITHIN SECTION. MOST POSITIVE RESULTS WERE A BETTER SPREAD OF WORKLOAD IN SECTION AND GREATER OPPORTUNITIES/ RESPONSIBILITIES FOR MORE JUNIOR MEMBERS OF SECTION.

3. IN LIGHT ABOUT SIX MONTHS EXPERIENCE WITH PRESENT STAFF AND ON BASIS DISCUSSIONS SINGAPORE, EMBASSY HAS BEEN WORKING INTO NEW PHASE WHICH INVOLVES A BLEND OF PROPOSALS IN OMB STUDY ( SEEN BY EMBASSY OFFICERS FOR FIRST TIME DURING SINGAPORE CONFERENCE). OUR APPRAISAL OF THE TWO MAIN OMB SUGGESTIONS IN PART 3, CHAPTER V, ( A ) ORGANIZATION BY FUNCTIONAL " UNITS " AND ( B ) TASKING ON A " PROJECT- BY- PROJECT

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BASES" IS THAT NEITHER COVERS THE CASE BY ITSELF. THE UNIT SYSTEM, QUITE ASIDE FROM ITS COMPARATIVELY LUXURIOUS STAFFING CONCEPT, LEADS TO TYPE OF SEPARATION OF FUNCTION AND TO RIGIDITY WE TRYING TO AVOID. THE PROJECT TASKING MODEL IS TOO LOOSE IN PROFESSIONAL DISCIPLINE IN THAT IT ENCOURAGES ALL STAFF MEMBERS TO WAIT FOR THE BOSS TO SAY WHAT NEEDS TO BE DONE. WHERE WE ARE NOW INVOLVES BOTH A BLEND AND A VARIATION.

4. UNDER OUR PRESENT PLAN, EACH OFFICER HAS AN ACROSS-THE- BOARD SET OF RESPONSIBILITIES FOR ASSIGNED SUBJECTS, SECTORS AND/ OR INDUSTRIES. THE OFFICER IN EACH CASE IS EXPECTED TO UNDERTAKE LIAISON WITH GOVERNMENT AGENCIES OR SEGMENTS OF BUSINESS COMMUNITY RELATED TO HIS ASSIGNED AREAS, TO TAKE PRIMARY ACTION ON REPORTING, HANDLING OF VISITORS, PREPARATION OF BRIEFING PAPERS, PURSUIT OF TRADE OPS OR TRADE COMPLAINTS AND THE CONDUCT OF SPECIFIC TRADE PROMOTION ACTIVITIES IN HIS ASSIGNED AREAS. THESE INVOLVE AS FEW OVERLAPS AS POSSIBLE, ALTHOUGH A CERTAIN AMOUNT OF PAIRING IS ENCOURAGED. " PAIRING" IS MORE MODEST THAN INTERCHANGEABILITY IN THAT TWO OFFICERS ARE EXPECTED MORE OR LESS TO COVER EACH OTHERS' PRIORITY TASKS WHEN ONE OR THE OTHER IS ABSENT. THESE ARRANGEMENTS HAVE BEEN WORKED OUT ON THE BASIS OF SKILLS AND PREFERENCES.

5. IT IS NOT FEASIBLE TO ASSIGN ALL OFFICERS UNIFORM BUNDLES OF TASKS IN THE FOREGOING PATTERN. RATHER, SOME SIGNIFICANT SPECIALIZATION IS REQUIRED. THESE SPECIALITIES HAVE BEEN REVISED HOWEVER TO FIT AN INTEGRATED OPERATION IN WHICH ALL OFFICERS HAVE BOTH ECON AND COMMERCIAL RESPONSIBILITY. FOR EBAMPLE, THE FINANCE OFFICER HAS BEEN TASKED WITH SPECIFIC ACTION RESPONSIBILITIES FOR EXPORT FINANCING INCLUDING GOVERNMENT PROGRAMS, ESPECIALLY EXIM BANK AND LIAISON WITH COMMERCIAL SOURCES OF FINANCE, WHILE ANOTHER OFFICER HAS BEEN ASSIGNED RESPONSIBILITY FOR ANALYTICAL REPORTING ON PHILIPPINE TRADE POLICY AND THE IMPACT POLICY CHANGES WILL HAVE ON US EXPORTS.

6. AS SECTION NOW STRUCTURED, ECON/ COMMERCIAL COUNSELOR HAS TWO FUNCTIONAL DEPUTIES, ONE ON GENERAL ECONOMIC ANALYSIS AND REPORTING, ASSISTANCE AND RELATED PROGRAMS PLUS ANOTHER ON EXPORT PROMOTIONS, TRADE AND INVESTMENT RELATED PROGRAMS.

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UNDER COUNSELOR DIRECTION BOTH HAVE COORDINATING FUNCTIONS

FOR SECTION AS A WHOLE. MAIN WORK OF COMMERCIAL ATTACHE JOINED IN LATTER ROLE WITH MORE DEFINED RESPONSIBILITY FOR PLANNING MISSION' S TRADE PROMOTION PROGRAM AND FOR ANALYZING COMPETITIVE CONDITIONS IN MARKET. HE HAS LITTLE RESPONSIBILITY FOR ROUTINE COMMERCIAL STAFF WORK WHICH ALLOCATED AMONG OTHER OFFICERS OF SECTION AND LOCAL STAFF.

7. MISSION WOULD LIKE ABOUT SIX MONTHS EXPERIENCE WITH THIS SYSTEM BEFORE DEFINITIVE COMMENT BUT WE LIKE PATTERN AS IT HAS EMERGED, AND ARE PREPARED TO MAKE FURTHER ADJUSTMENTS AS PROBLEMS ARISE. IT IS NOT, WE DISCOVERED, AT ALL SIMPLE TO WORK THIS OUT SO THAT ( A) THE ENTIRE WATERFRONT GETS COVERED; ( B) EVERY OFFICER HAS A GENUINE AND PURPOSEFUL MIX OF RESPONSIBILITIES; ( C) AMPLE ROOM IS ALLOWED FOR INDIVIDUAL SKILLS AND INTERESTS; ( D) LAYERING AND OVERLAPPING ARE KEPT TO THE MINIMUM CONSISTENT WITH GOOD MANAGEMENT, E. G., COVERAGE OR ALLOWANCE FOR ABSENCES; ( E) EXPECTATIONS BOTH OF THE COMMUNITY WE SERVE AND OF INDIVIDUALS ARE MET, OR AT LEAST NOT IGNORED.

8. OUR PROGRAM HAS NOT AS YET FULLY TACKLED ASSIGNMENTS OF LOCAL STAFF IN SAME MANNER, BUT WE SEE FOREGOING APPROACH AS OFFERING, AT LEAST FOR MANILA, THE BEST OPPORTUNITY FOR MAKING MORE EFFECTIVE USE AND FOR PUTTING A HIGHER VALUE ON LOCAL STAFF PARTICIPATION. WE WELCOME OPPORTUNITY PRESENTED BY A-2667 BOTH TO APPRAISE AND TO INNOVATE IN THIS AREA.  
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